

**From:** "Aiah Gbakima" [REDACTED]  
**Sent:** 05/11/2017 10:28:23 AM (-07:00)  
**To:** "Tracey Goldstein" <tgoldstein@ucdavis.edu>  
**Cc:** "Leilani Francisco" <francisco@ecohealthalliance.org>; "Karen Saylor" <ksaylor@metabiota.com>; "Eddy Rubin" <erubin@metabiota.com>; "Jonna Mazet" <jkmazet@ucdavis.edu>; "Christine Kreuder Johnson" <ckjohnson@ucdavis.edu>; "Peter Daszak" <daszak@ecohealthalliance.org>  
**Subject:** Re: Bat communication material

Hello Tracey,

Robuya-Kobambah is in Bombali district, Makarie, Gbanti Chiefdom. It is right behind Wusum Hotel, where we stayed during your visit to Makeni. The coordinates are Lat. 8.5235, Log.-12.21. The criteria we used to select districts was based on scoping exercises in each of the districts. We looked for the taxa of interest, including livestock (domestic dogs, pigs, cats, goats, sheep and interacting with humans, wildlife, (rodents, non-human primates and bats), history of Ebola in the district during the outbreak, the number of recent Ebola survivors in the district and comparative district that had low cases of Ebola.

After the scoping, we then decided on selecting the various districts and then the sampling sites were now determined by working with the communities to inform us about taxa of interest and the criteria listed above. I hope that this helps.

Best regards,

Aiah

On Thu, May 11, 2017 at 4:03 PM, Tracey Goldstein <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)> wrote:  
Hello Aiah,

The reason I raised the question about Tonkolili district, is if the GPS coordinates I have are correct (am waiting to get the updated data once re-entered in EIDITH), one of the sites with a positive bat is in Tokokolili district. Perhaps you resend me the coordinates for Robuya-Kobambah so I can double check it?

I am not sure our criteria for the districts to be focused on should be based on where the last Ebola Zaire cases were. Shouldn't they be focused on where sampling was done?

Best, Tracey

On Thu, May 11, 2017 at 3:32 AM, Aiah Gbakima [REDACTED] wrote:  
Dear All,

Please see my edit. Thanks.

Best regards,

Aiah

On Wed, May 10, 2017 at 11:49 PM, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:

Hi team,

Thank you for all of your feedback on the communication plan.

Please find attached an updated version containing tracked changes.

This version includes feedback from Jon, Tracey, and from the call today with Jonna, Chris, and Peter.

I will plan to print this out tomorrow in the early afternoon to bring to the USAID meeting on Friday.

I look forward to your thoughts.

Best,

Leilani

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**From:** Leilani Francisco [mailto:[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)]

**Sent:** Monday, May 8, 2017 2:25 PM

**To:** 'Tracey Goldstein' <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>; 'Aiah Gbakima' [REDACTED]  
'Karen Saylor' <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>; 'Eddy Rubin' <[erubin@metabiota.com](mailto:erubin@metabiota.com)>; 'Jonna Mazet' <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** RE: Bat communication material

Hello everyone,

Please find attached a next pass at the communication campaign strategy. I've attached:

- A version containing all of the tracked changes, comments, and responses
- A clean version

This version includes feedback from Karen, Jason, Aiah, and myself.

I look forward to your thoughts.

Best,

Leilani

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**From:** [REDACTED] On Behalf Of Tracey Goldstein

**Sent:** Friday, April 28, 2017 5:39 PM

**To:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>

**Cc:** Aiah Gbakima [REDACTED]; Karen Saylors <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>; Eddy Rubin <[erubin@metabiota.com](mailto:erubin@metabiota.com)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** Re: Bat communication material

Hi Leilani.

Sorry for the delay getting this to you. Quite a few comments and suggestions attached - please let me know if you would like to chat further.

Best, Tracey

On Wed, Apr 26, 2017 at 7:19 AM, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:

Hello everyone,

Please find attached the latest version of the document which now includes updates from Karen, Aiah, and Billy.

Tracey,

Does everything look ok to you? Did you have any updates you'd like to add?

Best,

Leilani

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**From:** Leilani Francisco [mailto:[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)]

**Sent:** Thursday, April 20, 2017 1:26 PM

**To:** 'Aiah Gbakima' [REDACTED] 'Karen Saylors' <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>

**Cc:** 'Tracey Goldstein' <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>; 'Eddy Rubin' <[erubin@metabiota.com](mailto:erubin@metabiota.com)>; 'Jonna Mazet' <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** RE: Bat communication material

Hi Aiah and Karen,

Many thanks for the helpful videoconference yesterday.

Please find attached an updated version of the plan which incorporates the table, our discussion yesterday, and some additional resources.

I look forward to your edits and feedback.

Best,

Leilani

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**From:** Leilani Francisco [<mailto:francisco@ecohealthalliance.org>]

**Sent:** Tuesday, April 18, 2017 4:05 PM

**To:** 'Aiah Gbakima' [REDACTED]

**Cc:** 'Tracey Goldstein' <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>; 'Eddy Rubin' <[erubin@metabiota.com](mailto:erubin@metabiota.com)>; 'Karen Saylor' <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>; 'Jonna Mazet' <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** RE: Bat communication material

Thanks Aiah, no worries, you did send the correct one.

Karen and I have just a few follow up questions for you. I'll get in touch directly to set up a time.

Best,

Leilani

**From:** Aiah Gbakima [REDACTED]

**Sent:** Tuesday, April 18, 2017 1:19 PM

**To:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>

**Cc:** Tracey Goldstein <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>; Eddy Rubin <[erubin@metabiota.com](mailto:erubin@metabiota.com)>; Karen Saylor <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>; Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Subject:** Re: Bat communication material

I hope I did send the correct one. In any case, here is what I was planning on sending over to you all. If the same, please ignore it.



Best,

Aiah

On Tue, Apr 18, 2017 at 4:41 PM, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:

Many thanks for the below and for all of the very helpful updates to the table.

Karen and I will be talking at 3PM US EDT and will circle back with any questions.

Best,

Leilani

**From:** Aiah Gbakima [mailto:REDACTED]  
**Sent:** Saturday, April 15, 2017 2:13 PM  
**To:** Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Cc:** Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>; Tracey Goldstein <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>; Eddy Rubin <[erubin@metabiota.com](mailto:erubin@metabiota.com)>; Karen Saylors <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>

**Subject:** Re: Bat communication material

We may need to a one-time intervention since most houses in the areas where the positive bats come from have fairly good houses. The only pressing need will be wire meshes around the outside/under the roof to keep the bats out of their roofs.

What will be necessary for a long time solution will be to teach them on how they can keep the bats out of their houses themselves. Along that line, we have to ask the district councils to

include those expenditures in their annual budgets going forward. That way, we teach them to help themselves.

The initial task should be ours since this is one thing that they asked us to do: get the bats out of their houses. We can also use local carpenters to do this job and we may ask local building material stores to donate materials to support these efforts. We will continue to populate the table until we get it right because we need to have a plan for community engagement before we meet the President since he will surely ask about our next steps. Have a wonderful and safe easter.

Aiah

On Fri, Apr 14, 2017 at 8:01 PM, Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)> wrote:

Looking good so far -- thanks for working on it!

My only concern with what you have so far is the exclusion device, given that all houses may or may not have doors and windows that are closable and that the bats are about as big as your smallest finger. So unless we were to cover the entire houses (every crack and crevice) with a device, I'm not sure how those would be feasible and thus worth our time in further development/consideration. I guess as one tool in a tool kit for houses with just one or two problem areas, but I'm not sure that should be our emphasis in the emergency phase. Think about keeping small mice out of a house for frame of reference. If we're thinking a way out for entrapped bat, once all cracks and crevices are sealed by other means, it may be worth a bit more consideration, but I don't think USAID will be able to fund a device for every home, so we should also consider that in advance of messaging.

Otherwise support further development of the strategies described.

Have a nice weekend,

Jonna

On Fri, Apr 14, 2017 at 11:09 AM, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)> wrote:

Dear Proff,

It was a pleasure meeting and talking with you today.

Thank you for all of the helpful information that you shared.

Please find attached an updated strategy table which now contains information from our discussion.

Thanks for being willing to review and add detail to this after the holiday.

Please feel free to get in touch with any questions.

Best regards,

Leilani

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**Leilani Francisco, PhD, MA, PMP**

*Senior Scientist | PREDICT-2 Senior Behavioral Risk Surveillance Coordinator*

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*EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.*

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**From:** Karen Saylors [mailto:[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)]

**Sent:** Thursday, April 13, 2017 3:37 PM

**To:** Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>

**Cc:** Tracey Goldstein <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>; Eddy Rubin <[erubin@metabiota.com](mailto:erubin@metabiota.com)>;

Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>; Aiah Gbakima

**REDACTED**

**Subject:** Re: Bat communication material

Hi Jonna.

Leilani and I just spoke and we will follow up with Aiah tomorrow and get back to this team with a plan as soon as possible.

Thanks,

Karen

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**From** [REDACTED] on behalf of Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>  
**Date:** Thursday, April 13, 2017 at 10:03 AM  
**To:** Karen Saylors <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>  
**Cc:** Tracey Goldstein <[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>, Eddy Rubin <[erubin@metabiota.com](mailto:erubin@metabiota.com)>, Leilani Francisco <[francisco@ecohealthalliance.org](mailto:francisco@ecohealthalliance.org)>, Aiah Gbakima [REDACTED]  
**Subject:** Re: Bat communication material

Thanks, Karen,

This information will be helpful in contributing to the overall plan.

I apologize if there was a miscommunication or if I was ambiguous, but I was really hoping for was for you to work with Aiah and Leilani to develop more of an outline of all of the different parts of the communication plan that need to be in place and when, rather than the content of the messaging. Like I said, though, the info will still be a useful contribution. The rest of the development and finalization of that content will happen with the overall team, and I know Leilani has a group pulling all of the literature from the WA outbreak and communication pieces that worked and didn't work for other bat-reservoir outbreaks, as well as for birds in avian influenza situations.

I know you have spoken with Leilani this week, and things are developing.

You have a ton on your plate, with the shipments and other organizational details to get things on track in SL and elsewhere. I don't want to overwhelm your To Do list with every little detail, so please do reach out for confirmation before developing intensive written materials and plans that may or may not be the immediate priority.

What I hope you can do is work with Leilani and Aiah to gather intel regarding our team's capacity on the ground, as well as that of potential partners, regarding feasible plans for how the schedule and staffing of all of the different communication steps will work. We very much also what other groups from within the country may have the best experience/success in communicating about Ebola in the country. Of course all of this information compilation must be done stealthily to avoid leaks, so no information should be shared about the finding, just identification of the best practices that have worked locally and pitfalls to avoid based on lessons learned.



So specifically, I am interested in the following (for each -- feasible and optimal timing, staff options, etc.):

- Community information sharing:
  - what are options and optimal timing (e.g. a single meeting with community leaders first, then follow-up meetings in each community OR individual meetings in certain districts occurring simultaneously (could we even staff that -- maybe with partners if that is preferred, but then we would need a training plan for those teams))
  - Specific staffing plans and mechanisms for this piece
- Mechanisms to provide support for communities for any recommended interventions
  - supplies & procurement/distribution
  - instructions
- Press
  - press release for in-country & FAQs
  - press release for global community
  - preferred feature article for release at same time in-country
  - potential for high-level international press piece to support overall philosophy of finding viruses early
- Additional pieces depending on how long we have to plan and prepare (e.g. linking messages with a publication, damage control if things go wrong, etc.)

I look forward to receiving a check-list and outline for these pieces that can form the structure for a living document that we can flesh out as we continue to develop pieces and strategies. I'm fine with Leilani gathering the information from you two and compiling and constructing the plan, recognizing that your attentions are needed elsewhere on many priority issues at the moment.

Please keep any ideas and products from this request to only the distribution list on this email for now.

Thank you,

Jonna

On Tue, Apr 11, 2017 at 4:09 PM, Karen Saylors <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)> wrote:

Hi Tracey and Jonna.

Here is a layman's Bat Communication Strategy for your review. I've shared it with no one beyond this group, so it doesn't contain Sierra Leone-specific language or references at this point.

Please let me know if you have suggestions or further orientation.

Thanks,

Karen

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**From:** [REDACTED] on behalf of Tracey Goldstein  
<[tgoldstein@ucdavis.edu](mailto:tgoldstein@ucdavis.edu)>  
**Date:** Tuesday, April 11, 2017 at 12:57 PM  
**To:** Karen Saylor <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)>  
**Cc:** Jonna Mazet <[jkmazet@ucdavis.edu](mailto:jkmazet@ucdavis.edu)>, Eddy Rubin <[erubin@metabiota.com](mailto:erubin@metabiota.com)>  
**Subject:** Re: Bat communication material

Hi Karen,

As we discussed on the call, please do not share any documents with the in country team - we are not ready for that, we need a comprehensive plan. Please send your thoughts to me and Jonna and we can go from there.

Thank you, Tracey

On Tue, Apr 11, 2017 at 10:49 AM, Karen Saylor <[ksaylors@metabiota.com](mailto:ksaylors@metabiota.com)> wrote:

Good morning.

Based on your request on Friday, I'm working on bat communication material for Sierra Leone. I'll share a draft with Aiah and James tonight for them to flesh out, as they are [REDACTED]

[REDACTED]

I have a question for you about this document:

—who is the target audience? Is it village-level communities where we are doing animal sampling or are we aiming for wider national media coverage? In following up on questions from Dennis and Jonna, Eddy asked me yesterday whether Prof is prepping recommendations intended for a SL major newspaper piece to be released simultaneously or immediately after the country's press release, so I assume we are aiming for a national audience, but please confirm. I know that on Friday, Aiah was talking specifically about how to frame these findings to the communities PREDICT is working in, so I want to orient the draft correctly so that he differentiates between local and national messages.

I'll work with Aiah to get you a document by early Thursday morning unless you tell me you need it more urgently.

Thanks,

Karen

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Tracey Goldstein, PhD  
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University of California  
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